

SHOP talk

Volume 3, No. 2

Plant Operations Support Program

Fall 1998

Whether 'tis nobler... an Asset-based or Maintenance Facility Management System

Consortium member provides model of exhaustive scoring and selection process



Rob de Grasse
Bellevue Community College

by Bob MacKenzie

Shop Talk strives to present its readers with balanced coverage of member efforts to define, develop, assess, select and field facility management support systems. Spring Shop Talk included reports on the selection processes of two Plant Operation Support consortium members: Department of Social and Health Services (DSHS), and the Port of Anacortes. Both organizations pursued different methods to determine the best automated package for their needs.

Bellevue Community College operations staff provide another outstanding assessment and selection model for POS members. Rob de Grasse is the college's Director of Operations & Capitol Projects and is no stranger to automated facilities management. His background as an industrial engineer proved a true strength to the college's facility management efforts.

One of the most difficult tasks confronting facilities managers today is selecting an automated facilities management system, one that really does what one needs it to do. Vendor claims notwithstanding, a system's worth is measured in functionality and compatibility to an organization's facilities mix and its staff. All the bells and whistles in the world will not energize a system deemed "useless" by facilities employees.

"I expected the scope and complexities of an assessment and selection process to be long and hard," said de Grasse. "There are an enormous number of competing systems and we had to find the one best suited to our needs."

Mr. de Grasse developed an exhaustive criteria listing of "mandatory" and "nice to have" items and devised a weighted scoring procedure. He then "graded" some 70 systems using the scoring criteria. Not only was de Grasse's scoring criteria a feat in itself, but he also departed from previous schools of thought concerning a maintenance versus an asset-based system.

"Many facility organizations view their duties as maintenance-related only, rather than being stewards of complete systems," said de Grasse. "We determined that maintenance is but a component of a larger asset inventory and management apparatus."

Mr. de Grasse's scoring process found that many systems were developed for industrial applications, rather than management of property and facilities. Why would Bellevue purchase a system designed for a manufacturing plant when "our staff is charged with operating a public college campus?"

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POS Notes

Bob MacKenzie, Manager

Report on NASFA Conference



It was a pleasure representing the consortium at the June conference of the National Association of State Facilities Administrators (NASFA) in Phoenix. The conference was divided into Architecture and Engineering (A/E)

and Maintenance and Operations (M&O) tracts. I tried to attend as many of both tracts as possible and have a hefty packet of handouts and outlines if you care to read them. Just drop me a line or call and we'll forward the info. A stand out was the session on emergency contingency planning for facilities maintenance organizations. The session did not merely focus on disaster preparedness; it emphasized the need to prepare to **mitigate damage once a catastrophic event occurs**. A number of examples of successful preparedness and reaction were provided. A government facility in Florida sustained major damage when its roof flew off during a hurricane. Quick action by the facility manager and his crew resulted in the roof structure being protected from further wind and

rain damage. Final repairs were \$35,000 less because the fast-thinking professionals had protected the damaged roof with plastic sheeting immediately following the incident. Other sessions and presentations addressed indoor air quality methodology, Year 2000 planning and testing regimens, capital budgeting, roofing regimens, automated preventive maintenance systems and more.

LEXAN® Repair System declared "No-Go"

Thanks to the professionals at Washington Corrections Center (WCC) in Shelton for trying out the 3M *Finesse-it*® plastic repair system (reported in spring '98 **Shop Talk**). Unfortunately, the system did not live up to its billing for replacing visibility to damaged sheets.

"We think it's just an 80 percent solution," said Mike Farley, WCC plant manager 1. "The system was not able to adequately replace the sheen on LEXAN® sheets, and the results were less than required by our standards."

Farewell to a POS mainstay

Paul Fiedler, arguably the finest electrical engineer in the Northwest, has departed state service for opportunities with

PacifiCorp in Centralia, Washington. Paul will be the Senior Staff Engineer at the coal-fired steam plant there. Paul was a wonderful supporter of the consortium and was solely responsible for millions in energy savings enjoyed by state and other public clients.



Paul Fiedler

Paul helped the consortium in numerous ways including electrical design issues, vender verification and identification, and many energy-related upgrade initiatives. Paul's greatest virtues are his abilities to achieve excellence in projects and to do what he says he can do. We will miss him and wish him the best of luck in his new pursuits.

The Plant Operations Support Consortium

New members appear in green and renewing members are listed in gray type. Welcome and thanks on behalf of the consortium!

Universities/Colleges

Cascadia/UW-Bothell
Bellevue CC
Big Bend CC
Clark College
Edmonds CC
Highline CC
Lower Columbia CC
Shoreline CC
Spokane, Dist. 17
South Seattle CC

Municipalities

City of Tukwila
Clark County
Lewis County
Pierce County
Whatcom County

Canada

Attorney General
British Columbia
Building Corporation
Delta School District
City of Vancouver

Ports

Port of Anacortes
Port of Edmonds
Port of Ephrata
Port of Longview
Port of Ridgefield
Port of Sunnyside

School Districts

Anacortes
Cascade
Columbia-Burbank
Enumclaw

Federal Way
Issaquah
Ketchikan, Alaska
Marysville
Mukilteo
North Thurston
Oak Harbor
Peninsula
Rochester
Renton
Snohomish
University Place
White River

States

Alaska
Oregon
Utah

Washington State Agencies

Corrections
Ecology
General Administration
Health
Information Services
Labor & Industries
Liquor Control Board
Military
Natural Resources
Parks & Recreation
School for the Deaf
Social & Health Services
Transportation
Veterans Affairs
Washington State Patrol

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PO Box 41012
Olympia WA 98504-1012

British Columbia Ministry is first Canadian POS member

Director provides insight on organization and missions

British Columbia's Attorney General Ministry, Facilities Services Division, joined the Plant Operations Support consortium in May 1998. Brian Morin is the division's director. He and his staff have proven to be trendsetters for other British Columbia-based public organizations (See Summer *Shop Talk* for interview with Rand Mackenzie from Delta School District).

"We joined the Plant Operations Support Program to expand our contacts with similar organizations that share some of the same problems we encounter with our facilities inventory," said Morin.

Morin points out two examples of immediate savings to the Ministry:

- ❑ A trip brokered by the POS manager for the Ministry's design team for the new 300-bed North Fraser Pretrial Centre. The group toured correctional centers in Tacoma and Kent, resulting in savings that "far exceeded 10 years membership with the Plant Operations Support Program."
- ❑ The assistance the Ministry received from Washington State University relating to facilities audits has "saved us considerable research time."

Morin believes the adage, "why reinvent the wheel when someone else has already taken the pains to perfect one?"

The Facilities Services Division within the Ministry of Attorney General represents the Ministry on facilities matters. It develops short- and long-term capital plans for Treasury Board approval and implements approved projects through British Columbia Buildings Corporation (BCBC). BCBC is another recent subscriber to the consortium.

The Ministry obtains all of its accommodation needs through the British Columbia Buildings Corporation. BCBC is a crown corporation and builds, leases and manages all facilities required by the 18 ministries of government. Ministries are charged market equivalent rent by BCBC for the space they occupy.

Division Mission

Facilities Services Division's mission is to facilitate the Ministry's program objectives by ensuring appropriate accommodation is provided in an effective and efficient manner and in accordance with approved standards and Ministry budgets.

Major Functions Outlined

The division manages everything from \$134 million facilities building occupancy charges (rent) to acting as the Ministry liaison on all major projects, resolving disputes between BCBC and ministry operations and ensuring sufficient funds are in place. It ensures Ministry accommodations are met by performing the role of project manager (some 500 projects a year).

"Of course, we must ensure financial accountability, and that accommodation/improvement projects are delivered in an effective and efficient manner," said Morin. "We also take the lead role on municipal zoning issues."

In Context

The Province of British Columbia has a population of nearly four million. The majority (90%) of the population lives within 100 miles of the Washington State border. In Canada, most courtroom facilities are constructed and managed by the provinces. British Columbia has 306 courtrooms in 93 court locations.

"Needless to say, greater Vancouver, with a population of two million, has the largest concentration of courtrooms," said Morin.

The ministry has 6,100 employees to deliver the wide range of services of the ministry. Services range from Corrections Branch (adult custody, electronic monitoring & probation services), to Liquor Control and Licensing, with many other missions in between.

Check out your new consortium homepage at

www.ga.wa.gov/plant/plantops.htm

It's been re-designed with you in mind and is linked to dozens of useful sites around the world. While you're visiting, subscribe your staff to the Plant Operations Network list-server and get in touch with your peers.



Shop Talk is a quarterly publication of the Plant Operations Support program. The newsletter is intended to be an informative and operationally-oriented medium for public facilities managers. Contents herein are also available on the program's web site at www.ga.wa.gov/plant/plantops.htm

We welcome feedback on the newsletter's contents and input from readers. We reserve the right to edit correspondence to conform to space limitations. Bob MacKenzie is program manager and editor (360) 902-7257 or e-mail bmacken@ga.wa.gov. Karen Purtee serves as editorial assistant. Plant Operations Support does not make warranty or representation, either expressed or implied, with respect to accuracy, completeness or utility of the information contained herein. Plant Operations Support assumes no liability of any kind whatsoever resulting from the use of, or reliance upon, any information contained in this newsletter. Department of General Administration, PO Box 41012, Olympia, WA 98504-1012. Marsha Tadano Long, Director.

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Fast action and 'heart' saves dollars and puts facility back in operation

Facility manager's personal account of a crisis provides lessons-learned

By Sherry Edwards



Sherry Edwards

It was 6 a.m. Wednesday, September 2, 1998, when Mary Zavala unlocked the door of the ESD Job Service Center and Regional Tax Office facility in Everett, Washington. She entered through the employee lunchroom and heard strange sounds. Her initial fear was that an intruder must be in the building, but anxiety quickly turned to awe. Mary slowly peeked around the corner into the open office area to see water pouring from the ceiling, ceiling tiles and insulation falling apart onto workstations and equipment, and standing water rising on the carpet.

A disaster scene

Mary responded instantly and furiously placed calls to her fire department, her supervisor, and the Department of General Administration's (GA) building manager, Steve Jones. Minutes later the fire department arrived, found and quickly stopped the leak. They secured the building and removed anything that was imminently dangerous or hazardous to staff or clients, including dangling ceiling tile and insulation. Steve Jones arrived by 6:45 to take charge and assist the fire department in an assessment of the building's electrical systems to assess possible electrical hazards.

By 8 a.m. most of the tenants had arrived. The tenants were employees of the state's Employment Security Department (ESD). They formed into work groups and immediately started assisting the fire department in covering or removing equipment and relocating files. They literally poured water out of computers.

Keep in mind, none of the tenants anticipated the crisis and were not

dressed accordingly. Thus, they waded through water in dress shoes, suits & dresses in a valiant attempt to mitigate the damage.

As it happened, I was scheduled to be in Everett that day and was already enroute to the facility when I received the call from Steve Jones. I immediately contacted Ralph Reid, facilities manager for ESD, and Bob Bippert, Assistant Director for GA's Division of Property Development, to apprise them of the problem. I stopped at Volunteers of America for a quick purchase of "emergency" wear - shorts, shirt, tennis shoes and was back on the road in 10 minutes. I wasn't prepared for what I saw when first entering the building.



Tenants and building management worked "furiously" to protect and safeguard files, furniture and equipment.

Steve Jones had out of necessity disconnected power to the facility, so an assessment was hampered by limited visibility. I entered a darkened building to the eerie chorus of cascading water and falling ceiling tiles, musty smells and sounds of footsteps sloshing through water. As my eyes adjusted to the limited light, I noticed mounds of broken and wet ceiling tile and insulation piled high. Tenants were trying to locate and rescue files and many were working feverishly to relocate equipment and cover the remaining desks and files with large black tarps. The scene resembled that of a bomb scene, rather than a water leak!

The Cause

The fire department found that a quick-connect to the 1/2" sprayer hose in the

second floor custodial closet had failed and separated, causing massive amounts of water to spread through the building.

The custodians had neglected to turn off the faucet, which caused flooding of 50% of the first floor of the building housing the ESD Job Service Center and the District Tax Office.

Steve Jones contacted the custodial contractor, *Kim Enterprises*, and informed them of the situation. The contractor's adjuster was on the phone putting together a clean-up team less than four hours after the watery wonderland had been discovered. The adjuster and an entire 25-member clean-up team arrived just after lunch.

Making the most of a bad situation

By 11 a.m. everyone was looking quite tired, confused and "homeless." They were wandering around, pondering what to do next. As building management, we took the lead to try to brighten up the situation (as impossible as it seemed). We went to a grocery store and purchased items for lunch. We visited a dollar store and purchased neon plastic bowls, baskets and cloth napkins. We then set out our spread in the employees' lunchroom, filling the bowls and baskets with chips, dips, lunchmeat, cheeses and condiments. We topped the table with flowers and held a party for everyone in ESD and welcomed the adjuster who had just arrived. The tenants were very grateful and actually sat down to eat away from the "mess." They relaxed for a few minutes, took time to eat and transformed into smiling folks.

Interdepartmental cooperation was the norm

During that period we worked with tenant representatives and on-site management to form a team to access the situation and put together a re-location plan. Offices of the Department of Social and Health Services (DSHS) located nearby were mostly unaffected by the water damage. DSHS representatives were particularly kind and helpful. They even re-scheduled activities held in their



Steve Jones



Water damage was caused by a faucet left on to a quick connect cleaning device.

large conference room so that ESD could use the room for training, job search workshops and employer on-site interviews. DSHS also offered assistance of their region's computer information consultant to help evaluate damage to computer equipment, as well as providing workstations for the displaced workers.

Freeze-dried documents

The clean-up team had most of the carpet extracted or removed, with piles of debris stacked next to the employee entrance.

Sixty fans and thirty dehumidifying machines were in place to extract any moisture from the air by 7 p.m. They cleaned many partitions and furniture on-site and removed the rest from the building for cleaning. They sorted and removed damaged files to air-dry or sent them to San Francisco for freeze-drying. The revolutionary freeze-drying and fast drying processes saved precious documents and avoided costly reconstruction efforts.

Weekly meetings were scheduled with the owner representative, adjuster, contractor, tenants and GA building management to keep communication flowing and ensure follow-up details were resolved.

Back in operation

Extensive damage to carpets resulted in total carpet replacement, walls, ceiling tiles and insulation and some equipment and personal belongings. A few keyboards and miscellaneous equipment were all that were lost in the "flood". Because of the quick actions taken by the tenants to mitigate damage and remove computers, not one computer was lost!

Still, initial costs have totaled over \$250,000, with more expected.

The District Tax Office, a space that was considered "a total loss," was ready for occupancy by October 5th – just a little over a month later. All files are back in their shelves, and furniture and partitions have been delivered and installed. New carpet has been ordered and is expected to arrive for installation by the end of October. The rest of the affected areas are expected to be ready for re-occupancy soon after.

As happy an ending as possible

We have a real success story here. This crisis could have been totally devastating, but cooperation from ESD employees (they even kept their sense of humor) and the patience they displayed working in cooperation with GA staff, coupled with the astounding response from contractor and adjuster salvaged the situation. In fact, the parties have grown closer and more cooperative as a result of this emergency. DSHS's helping hands were warmly received and appreciated by the affected parties.



"Piles of debris were stacked next to employee entrance."

There are lessons to be learned here; contingency planning, standing operating procedures, people skills and interdepartmental cooperation were all challenged by an unexpected crisis. We have a strong team - and we know nothing can get us down!

Sherry Edwards is Facilities Asset Manager in GA's Division of Property Development and can be contacted by e-mail sedward@ga.wa.gov or voice (360) 902-7382.

Observations of a visitor

By Duncan Crump

Two days after the Everett offices of the Department of Employment Security were flooded, I stopped in to see the damage and how the tenants were faring. Outside the building were piles and piles of soaking carpet and waterlogged ceiling tiles. I found Steve Jones, GA's Building Manager, in the middle of the flooded area talking with three ESD tenants. They were discussing the damage and their joint efforts to salvage as much as possible, as fast as possible. The tenants told me how all their computers had been saved by the fast response of the insurance company. Similarly, paperwork had been immediately frozen for later freeze-drying. The only major losses were furniture, carpet, and ceiling tile — all replaceable.

The tenants mentioned the thoughtfulness of the picnic lunch that Sherry Edwards, GA's Property Manager, bought and laid out for the tenants to make sandwiches, while they worked on salvaging documents the first day. They mentioned Steve Jones' rapid response and their appreciation for the insurance company whose representative drove up from Portland on the first day.

What stands out for me is the calm and good humor that the tenants displayed. Everyone was concentrating on the problem and working together to get back in operation. When I pointed out that the group happened to be standing under the "Displaced Workers" section sign, everyone laughed. Shortly after, the group split up to continue their individual recovery efforts.

It was great to see this group of professionals in action. No grouching. No accusations. Just a committed cooperation to restore the offices to full functioning. Taxpayers can be justifiably proud of public servants such as these.

Duncan Crump is Assets Manager for the Division of Property Development in the Department of General Administration.

Challenges of maintaining a 'small city' with an ever-smaller staff

Western State staff cope with resources, priorities



The maintenance staff at Western staff must cope with vintage buildings and state of the art medical equipment, all while maintaining "a small city."

Consider a small city comprised of 211 acres and 57 buildings with a total of more than 1,536,000 square feet. Add around 1,800 staff, another 1,000 patients and a few hundred visitors a day and you've described the campus of Western State Hospital (WSH) in Tacoma. The hospital is a flag ship facility of the Washington State Department of Social and Health Services (DSHS).

WSH owns and operates most of the campus utility services. It collects, stores, and distributes water for domestic use, fire protection, steam generation and irrigation. The water system includes three wells and two water tanks with a capacity of about 1,400,000 gallons. WSH maintains 11.5 miles of domestic water, stormwater and sanitary sewer mains.

The WSH campus includes a central steam plant with an output capacity of 96,000 pounds per hour. There are four boilers — three of which use natural gas as the primary fuel — and two backup systems powered by wood and diesel fuel

that distribute steam through 1.5 miles of high-pressure steam distribution lines. WSH also has a chilled water plant with 750 tons of cooling capacity and nearly a mile of chilled water distribution lines. The campus has 76 electrical transformers and 11.5 miles of lines and cables for primary and secondary electrical service, fire alarms, telephone and data communications. There are approximately six miles of roads and 100 streetlights.



Bruce Harvey, facing camera, discusses daily challenges with Kevin Mohnhey, Electronic Technician 2.

Enter Bruce Harvey, WSH's Facilities Manager. He rides herd on all campus systems with a smaller staff than other campuses half his size. His constant challenge is to ensure his staff is resourced for their complex missions and to remain poised to support the objectives and programs of the hospital. He has 58 multifaceted professionals to do the work.

"We've got a real tough mission," said Harvey. "Taxpayers expect us to properly care for these aged facilities."

Training and certification issues are high on Harvey's list of "things to be done." He believes that the state system is not responsive to the needs of a modern, highly trained work force.

"As an example, our Electronic Technician II actually serves as the campus BioMed Technician," said Harvey. "His service load consists of more than 45 work orders per week, and the equipment tends to be high priority and high cost. Under our personnel system a Bio-medical Technician does not exist."

In spite of the difficulties encountered by Harvey's staff, the campus is maintained to a high standard, said Rich Christian, DSHS Project Manager for WSH.

"These professionals do a sometimes thankless job and do it well," he said. "Their ability to support new construction, maintain aging facilities and retain morale is admirable."

Please see Western, page 8

Heads-Up! Member activities in the news

Acclaimed Building Operator Certification Courses Offered in 1999

Training courses for Building Operator Certification (BOC) will be offered in communities throughout Oregon and Washington in 1999, it was announced recently. BOC is a professional certification for staff who operate and maintain commercial and institutional buildings. Participants prepare for certification by attending seven courses in energy efficient building systems maintenance, and completing tests and in-facility projects. They receive certification from the Northwest Energy Efficiency Council (NEEC) in Oregon and Washington, and the Idaho Building Operators Association in Idaho and Montana.

"More than 300 building operators are enrolled in BOC, and 50 have achieved certification this year," said Cynthia Putnam, project manager for NEEC. BOC certification is recognized in Washington, Oregon, Idaho and Montana. Employers seeking certification for their staff include the U.S. Navy, Boeing, Doubletree and Ramada Inns, Eldec Corporation, General Services Administration, Departments of Transportation and General Administration, cities, school districts, and property management firms.

"Our goal is to certify 100 operators in 1999," said Putnam. "We think our students are up to it and the system can sustain the momentum necessary to make it work"

In Oregon, courses will be offered in Portland, Eugene, and Medford. In Washington, locations include Bellevue, Everett, Spokane, Tacoma, Tri-Cities, and Wenatchee. BOC courses in Medford and the Tri-Cities started this fall. Courses in other locations start in January 1999. To request a 1998-99 course schedule, **contact Cynthia Putnam, BOC Project Manager, at cmputnam@aol.com or 206-292-3977, or your local electric utility representative.**

Welcome New Members

Four new consortium members aptly

represent the diverse composition of your consortium. British Columbia's provincial landlord corporation — BCBC — and the City of Vancouver, BC represent one end of a facilities continuum, while school districts, such as White River and Rochester find potential in another. White River, in Pierce County's eastern region, has nearly 4,000 students in six schools in and around Buckley, Washington. **Milt Trembly** is White River School District's manager of facilities planning and operations. Rochester, located in Washington's southern Thurston County, includes four schools and nearly 2,000 students. **Larry Quarnstrom** serves as the district's Director of Maintenance. British Columbia is now well represented in the consortium with the recent subscriptions of the British Columbia Building Corporation (BCBC) and the City of Vancouver. **Ron Sue** will serve as liaison for the well-respected BCBC, and Kevin Kwok leads a facilities staff for Vancouver, BC. Look for in-depth profiles on both organizations in future issues of ***Shop Talk***. They bring tremendous experience and resources to the consortium.

Department's FES Group provides 'green services'

Possible "Endangered Species" status for salmon and filled-up landfills are signs of the times. Facilities and construction managers face tough decisions that directly affect the environment and may need help in reading the varied signs of our times. If you are confused about how to spec 'green' goods and services, what constitutes sustainable building design or where to purchase earth-friendly materials, you can now receive timely assistance. The Facilities Engineering Services Group (FES) in Washington State's Department of General Administration is developing "green services" and materials that can reduce confusion and benefit Plant Operations Support consortium members. The advantages of building green are better indoor air quality, lower energy costs, minimized environmental impact, lower water use, and reduced maintenance according to Stuart Simpson, a member of the Sustainability team of the UW/CCC

Co-Location Campus in Bothell. **Contact Stuart Simpson, Energy Engineer (360) 902-7199 or e-mail ssimpso@ga.wa.gov.**

Sustainable Update is new publication of UW/CCC Co-Location Campus

A new publication promises to "Promote Sustainable Design and Construction Practices at the University of Washington-Bothell/Cascade Community College (UWB/CCC) Co-Location Campus. The ***Sustainable Update*** will be used to inform design, construction, project, client, and sustainability team members of the sustainable efforts planned, under development, and completed. UWB/CCC, a recent POS subscriber, is currently under construction and provides "an outstanding opportunity to promote sustained design and construction," said Stu Simpson, team member. The sustainability team is comprised of representatives from Departments of General Administration, Ecology, and Natural Resources, King County, University of Washington and NBBJ, project architects. The publication will document successes and missed opportunities and will provide a communication tool and a means of highlighting sustainable efforts. An upcoming issue of ***Sustainable Update*** will cover a few of the sustainable components of the project to date, and will provide helpful resources for recycled materials. For copies and other information, **contact Shelly McClure (360) 407-6352, or e-mail psor461@ecy.wa.gov**

Working with razor wire requires "attention to detail"

A project currently underway at the Washington Corrections Center (WCC) in Shelton promises to tax the mettle of the facilities staff. More than 100,000 lineal feet (about 20 miles) of razor wire is being replace at the multi-level custody facility. The project involves removing wire installed in 1964. New replacement wire has a 30-year life span, insuring facility security well into the 21st century.

Please see razor wire, page 8

Asset (cont. from page 1)

The winner of the process was SPAN•FM™ for Windows by Innovative Technologies (since merged with Peregrine Systems).

"We determined that SPAN•FM™ was the best in terms of an integrated CFM system for facilities design, planning and management," said Mr. de Grasse. "The modular design of SPAN•FM™ allows us to begin with one or more modules, and continues to add modules as we require in a relatively seamless fashion. That's important to us because it reduces the overall management of redundant data."

Rob de Grasse has been Director of Operations of Bellevue Community College since July 1997. He is a professional engineer (British Columbia) and has a solid background in engineering and management. Prior to his current assignment, Mr. de Grasse was manager of facilities and production, Lightwave Medical Industries Inc., a fiber optics and photonics medical devices manufacturing company. Mr. de Grasse has graciously offered his Request for Proposal and scoring criteria to members of the Plant Operations Support consortium. Contact us at (360) 902-7194 to request more information.

Razor Wire (cont. from page 7)

"It took a few days of orientation and training in the handling of fencing material," said Norm Pacholke, project plant manager. "Yet, the project is moving forward at a steady pace of 215 lineal feet per day."

The 215 lineal feet includes nine rows of razor wire, so the actual daily total is 1,935 feet installed per day. Inmate labor is being used to perform much of the work and thus keep project costs down.

"This is a very difficult and fraught with high potential for injury," said Pacholke. "As you can imagine, the handling of razor wire fencing requires constant attention to detail, and focus on the material and the work crew around to ensure safety."

In addition to Pacholke, the WCC staff includes Project Supervisors Kevin Dorcy and Fred Francis, and Custody Escort Roger Lewis.

Western (cont. from page 6)

A new face on the WSH facilities team is Vasilv Dmitriv, electrical supervisor. Dmitriv joined the staff in April after having worked in the construction sector. He emigrated from Ukraine and has quickly assimilated into the WSH culture.



Vasilv Dmitriv, Electrical Supervisor

"I chose state service because the work ethic of the trades are similar to the construction industry and labor groups with which I've belonged," said Dmitriv. "This is a good crew and the electricians really care about the tenants and the campus facility systems."

In addition to the myriad tasks he confronts daily, Harvey points toward startling successes of his staff. More than \$100,000 in energy savings was returned to WSH as a result of Harvey's staff proficiency and use of external resources.

\$50,000 of this refund was used to partially fund DSHS's much-acclaimed assessment, validation and selection process toward a department-wide computerized maintenance management system (*See Shop Talk Spring '98 issue*). Harvey's staff believed the investment would return dividend to them in the years ahead.

"We look at quality assurance as the only way to continue making the necessary changes needed to streamline our processes without taking away from the service provision," said Harvey. We believe this system will be vital to our overall operations."

WSH staff provided the location and a large part of the costs of DSHS's assessment, validation and selection of an automated facilities management system last spring. The DSHS task force underwent a lengthy process of elimination to pick a program that will "help us meet our goals," said Harvey.

"The new MP2 (manufactured by DataStream) system will eliminate the cumbersome paper trail by electronic integration," said Harvey. "Even though the implementation of this system is requiring extensive input time by our support staff, we are geared up to do."

The end result will allow Harvey and his staff to perform cost-effective preventive maintenance, rather than the more costly, reactive, corrective maintenance of the past.

For more information about facilities maintenance at Western State Hospital, contact Bruce Harvey at (206) 756-2528.

Coming up in Winter Shop Talk:

- ❑ **Getting to "yes" on deferred maintenance, how facilities managers and financial managers can learn to speak the same language**
- ❑ **Training your custodians — first installment of a two-part series by the author of Renton School District's acclaimed *Custodial Handbook***
- ❑ **Maintenance training and certification programs, their costs, locations and benefits — in response to member requests**